

Macklin, Sharon

From: Cory A. Booker <mayor@bookerteam.com>  
Sent: Thursday, January 20, 2011 6:38 AM  
To: [REDACTED]  
Cc: [REDACTED] Macklin, Sharon  
Subject: Re: Document for tomorrow's meeting : Diagnostic Findings and Recommendations

Rebecca (all),

I've been called to Washington to meet with the president in the oval office today about economic issues. Its about the only thing that would trump my being there today for our meeting/update. The meeting will go forward as planned in my absence and I hope we can touch base later to share thoughts and more.

Thanks,

Cory

----- Original Message -----

From: DiBiase, Rebecca Wolf <rdibiase@broadfoundation.org>  
To: [REDACTED]  
Cc: [REDACTED] Cory A. Booker; Chris Cerf <cdcerf@gmail.com>  
Sent: Wed, Jan 19 22:08:52 2011  
Subject: RE: Document for tomorrow's meeting : Diagnostic Findings and Recommendations

Thanks. Just arrived so I won't be able to look at this in hard copy - will you be sure to have one there for me tomorrow. I will review tonight electronically - better for the environment, worse for notetaking...

R

Rebecca Wolf DiBiase

the

broad foundation

education

310.954.5055 phone

[REDACTED] mobile

-----Original Message-----

From: Cynthia Vance [mailto:cynthia.king.vance@gmail.com]  
Sent: Wednesday, January 19, 2011 1:53 PM  
To: Chuck Crafts; DiBiase, Rebecca Wolf; Jen Holleran  
Cc: Ned Levy; rajeev bajaj; Cory A. Booker; Chris Cerf

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Subject: Document for tomorrow's meeting : Diagnostic Findings and Recommendations

Dear Rebecca, Chuck & Jen,

Attached is the draft of the document for tomorrow's conversation, which we are looking forward to. Please feel free to contact me if you need anything else before we meet. The team will be at the first part of the meeting when we go through this material.

Best

Cynthia

Macklin, Sharon

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From: Cory A. Booker  
Sent: Tuesday, September 28, 2010 5:26 PM  
To: [REDACTED]  
Cc: Macklin, Sharon

Jack-

Now that we have moved past the announcement of Newark's PEN Fund and the \$100 million matching grant from Mark Zuckerberg, I wanted to take a moment to thank you and the Square team for all of the amazing work you have done on the [www.squareup.com/newark](http://www.squareup.com/newark) site. We are deeply honored to be working with you on this donation system, and have been inspired by the dedication of your team. It is extraordinary that so many of your employees worked round-the-clock to create this system for Newark. We are overwhelmed and grateful.

I want to extend the gratitude of our entire community, as this consumer donation mechanism empowers Newark – now and in the future – to mobilize the “grass roots” of the global Web to support our public schools.

While I know this past week has been full of twists and turns, I cannot express how impressed we have been by you and your team's dedication and flexibility. Your willingness to roll with the punches and stay focused on the kids at the end of this donation system has been inspiring to everyone who has worked on this initiative and announcement.

When we move past the fervor of the hectic early days of this initiative, my team and I look forward to re-focusing on Square. We believe in the potential of what you have built for us, and we want to work with you to leverage this system to its fullest potential.

Thank you, again, for your leadership, dedication, hard work and absolute grace. It is such an honor to be a partner.

Cory

## Macklin, Sharon

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**Subject:** Meeting with FB  
**Location:** 888 Seventh Avenue, 29th Floor, Bill Ackman's Conference Room, New York, NY 10106  
**Start:** Mon 9/27/2010 12:30 PM  
**End:** Mon 9/27/2010 1:30 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** Cory A. Booker

Type: Single Meeting  
Organizer: Cory A. Booker  
Start Time: Monday, September 27, 2010 12:30 PM End Time: Monday, September 27, 2010 1:30 PM Time Zone: (GMT-05:00) Eastern Time (US & Canada)  
Location: 888 Seventh Avenue, 29<sup>th</sup> Floor, Bill Ackman's Conference Room, New York, NY 10106

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## Macklin, Sharon

**From:** Cory A. Booker <mayor@bookerteam.com>  
**Sent:** Sunday, September 19, 2010 2:23 PM  
**To:** [REDACTED] (Macklin, Sharon); [REDACTED]  
**Cc:** [REDACTED] (Mattes, Bari); [REDACTED]  
**Subject:** Re: Proposed Revisions to press release

I'm climbing on a plane to Chicago.  
I will review this for approval on the plane.

Cory

----- Original Message -----

**From:** Sheryl Sandberg <sheryl@facebook.com>  
**To:** Elliot Schrage <elliott@facebook.com>; Larry Yu <lyu@facebook.com>; DeShawn Wright <deshawn.wright@gmail.com>; Sharon Macklin <macklins@ci.newark.nj.us>; Sarah Ross <sarah@katalystfilms.com>; Matt Klapper <matt.klapper@gmail.com>  
**Cc:** Kathleen Loughlin <kathleen@facebook.com>; Jonny Thaw <jonnythaw@facebook.com>; Caryn Marooney <Caryn@outcastpr.com>; Amy Swanson <ASwanson@outcastpr.com>; Rebecca Hahn <rhahn@outcastpr.com>; Kate O'Neill <kkoneill@facebook.com>; mattesb@ci.newark.nj.us <mattesb@ci.newark.nj.us>; Jen Holleran <holleraneducation@gmail.com>; Cory A. Booker  
**Sent:** Sun Sep 19 12:04:51 2010  
**Subject:** RE: Proposed Revisions to press release

I like this a lot.

Cory -- can you get us comments on this today? We should have a draft to send the governor by tomorrow.

My one question is whether for local purposes, there is too much "national" language in here. I wonder if we should basically make this focused on Newark with just a touch of "and this will be a national model".

**From:** Elliot Schrage  
**Sent:** Saturday, September 18, 2010 11:13 PM  
**To:** Larry Yu; DeShawn Wright; Sharon Macklin; Sarah Ross; Matt Klapper  
**Cc:** Kathleen Loughlin; Jonny Thaw; Caryn Marooney; Amy Swanson; Rebecca Hahn; Kate O'Neill; [mattesb@ci.newark.nj.us](mailto:mattesb@ci.newark.nj.us); Jen Holleran; Sheryl Sandberg; Cory A. Booker  
**Subject:** Proposed Revisions to press release  
**Importance:** High

With Sheryl's encouragement, my team took the liberty of proposing a substantially revised press release to:

--reorganize to highlight the actions of the Governor and Mayor (since this is your announcement)

--clarify the commitments being made by each party. (note that I've put much of this language in brackets since the details are obviously up to you).

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-- highlight the objectives of the initiative with greater specificity

-- employ language that national polling suggests resonates well with a mass audience, without alienating potential adversaries.

We've limited our comments on the quotes from the Governor and Mayor, since these obviously are designed to be in their own voices — we're happy to offer suggestions here as well if you'd like.

Our goal is to better explain objectives and avoid hot-button words if we can, and use more personal, less abstract, language to emphasize the potential benefits-- success for students, rewards for teachers, improvements to schools, etc.

Of-course this is a draft, and we welcome your comments and suggestions.

thanks

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**Macklin, Sharon**

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**From:** Mattes, Bari  
**Sent:** Monday, September 13, 2010 6:37 PM  
**To:** Yingling, Beth; [REDACTED]  
**Subject:** An e-troduction

Beth, please meet Sheryl Sandberg, the COO of Facebook, who has been the key partner in securing the tremendous commitment of Mark Zuckerberg to the Newark Education and Youth Development Fund. She is advising Mark on all aspects of this and coordinating the efforts around the creation of his foundation and how it will interact with NEYDF. Sheryl, please meet Beth Yingling, a partner at McCarter & English, New Jersey's largest (and maybe oldest) law firm, which has agreed to serve as pro bono counsel to the Newark Education and Youth Development Fund — she has been an invaluable resource to us and will continue to do so.

Beth, Sheryl and her team may have a few questions for you. As you know, we are proceeding quickly (a slight understatement) so appreciate any assistance you can provide her.

Many thanks to you both.

Bari

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**Macklin, Sharon**

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**From:** Mattes, Bari  
**Sent:** Tuesday, September 14, 2010 1:07 PM  
**To:** mayor@bookerteam.com; De'Shawn Wright  
**Subject:** FW: NEYDF Action Plan

See below.

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**From:** Mattes, Bari  
**Sent:** Tuesday, September 14, 2010 8:58 AM  
**To:** [REDACTED]  
**Cc:** 'mayor@bookerteam.com'  
**Subject:** Re: NEYDF Action Plan

The Broad folks were very interested in knowing who the Superintendent is going to be.

Bill Ackman of Pershing Square put up the initial \$100k to get us going (and this is a good start) and we are hopeful that he will act quickly either on his decision to commit to the Fund (we think his number is \$25M and we are presenting to his board next Thursday) and will put up his first \$5M right away or else we can some additional money from him to get this piece going (as well as to fund the operating expenses). He gets it.

CDF is not doing this -- sorry if there was confusion somewhere along the way. There a few firms who do this piece well and we are getting proposals. The organizing involves focus groups, polling and grass roots on the street activism, mailings, etc. Will get you more detail on budget but we agree that this is the most critical piece right now. They have done it brilliantly up in Harlem.

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**From:** Sheryl Sandberg <sheryl@facebook.com>  
**To:** Mattes, Bari  
**Cc:** mayor@bookerteam.com <mayor@bookerteam.com>  
**Sent:** Tue Sep 14 08:48:08 2010  
**Subject:** RE: NEYDF Action Plan

What do you mean by superintendant?

On fundraising, I think the priority is getting someone on board before the announcement to pay for the community awareness piece. This piece is so critical. Can you tell me:

- Who the possible donors are for this and the plan to reach out to them?
- More details on why it costs so much to do the community organizing? (for example, in one deck I saw the children's defense fund listed as a possibility to do this? Maybe I misread. But I worked there and as far as I know, they don't do this at all)

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**From:** Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
**Sent:** Tuesday, September 14, 2010 2:20 AM  
**To:** Sheryl Sandberg  
**Cc:** mayor@bookerteam.com  
**Subject:** RE: NEYDF Action Plan

Thanks, Sheryl.

As an update on Broad, per latest conversation yesterday afternoon, we know that he is very interested in the Fund and is particularly



interested in superintendent so will get back with him post-Sept 24.

On Oprah, ask has been made with no response either way -- so this means no or that, as Gayle King said, she loves a surprise -- if no surprise, she will come off the list I fear.

Thanks for help with Doerr -- let me know if you need me to send anything to them.

Thanks much.

Bari

-----Original Message-----

From: Sheryl Sandberg [mailto:sheryl@facebook.com]

Sent: Tue 9/14/2010 12:23 AM

To: Mattes, Bari

Cc: mayor@bookerteam.com

Subject: RE: NEYDF Action Plan

This is a great list.

Thoughts:

- Mark is following up with Gates this week.
- I will call David Einhorn this week (my cousin)
- Mark is scheduling dinner with Broad. You should still pursue as never know when that will happen.
- AMAZING if Oprah will donate herself. Will she?
- I am following up with John Doerr/ New Schools Venture Fund.

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]

Sent: Monday, September 13, 2010 10:58 AM

To: Sheryl Sandberg

Cc: mayor@bookerteam.com

Subject: NEYDF Action Plan

Hello, Sheryl - as promised, attached is the confidential NEYDF action plan that Mayor and I have been working from. Would, of course, welcome your thoughts - perhaps we add this to our list of meetings/conversations to schedule.

Bari

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Macklin, Sharon

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From: Mattes, Bari  
Sent: Tuesday, September 14, 2010 7:55 AM  
To: [REDACTED]; Ronald Piervincenzi  
[REDACTED]  
Subject: An e-troduction

Christian and Ron, please meet Sheryl Sandberg, the COO of Facebook, who has been the key partner in securing the tremendous commitment of Mark Zuckerberg to the Newark Education and Youth Development Fund. She is advising Mark on all aspects of this effort. Sheryl, please meet Christian Mariager and Ron Piervincenzi, the partners at McKinsey who have led the team at McKinsey that De'Shawn and I have been working with this summer (on a completely pro bono basis) to get us to the point of launching this amazing initiative. McKinsey has been an invaluable resource to us and will hopefully continue to do so (we hope that they may serve NEYDF fund in the same way that Monitor serves New Profit).

Christian and Ron, I have shared the Discussion Document and Operating Plan with Sheryl and she has a few questions. Given how quickly we are proceeding, it does not seem that a meeting is needed -- perhaps just a quick call or email exchange with questions. I appreciate any assistance you can provide her.

Many thanks to you all.

Bari

**Macklin, Sharon**

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**From:** Mattes, Bari  
**Sent:** Wednesday, September 15, 2010 9:41 PM  
**To:** [REDACTED]  
**Cc:** 'mayor@bookerteam.com'; [REDACTED]  
**Subject:** Re: NEYDF Action Plan

Marne and Libby, a pleasure to meet you virtually. Fantastic news, Sheryl! Please let me know if there is anything you need from me as you proceed.

Our meeting with David Einhorn is tomorrow -- were you planning on checking in with him before or after that?

John Griffin is on the Tiger Foundation board and has been instrumental in making that happen -- that has been his focus and contribution for now. He remains on my secondary list -- definitely on my mind.

More soon.

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**From:** Sheryl Sandberg <sheryl@facebook.com>  
**To:** Mattes, Bari  
**Cc:** mayor@bookerteam.com <mayor@bookerteam.com>; Marne Levine [REDACTED] >; Libby Leffler [REDACTED]  
**Sent:** Wed Sep 15 21:29:26 2010  
**Subject:** RE: NEYDF Action Plan

John Doerr and New Schools Venture Fund. In for probably \$10-20. Working on firming up commitment by meeting with them, hopefully asap.

Libby from my office is tracking everything else for me but on donations, Bari will be the lead and will keep track. Please copy Libby and Marne on everything going forward.

Bari -- let us know any progress you make and we will do the same.

Also, what about John Griffin?

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**From:** Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
**Sent:** Monday, September 13, 2010 10:58 AM  
**To:** Sheryl Sandberg  
**Cc:** mayor@bookerteam.com  
**Subject:** NEYDF Action Plan

Hello, Sheryl -- as promised, attached is the confidential NEYDF action plan that Mayor and I have been working from. Would, of course, welcome your thoughts -- perhaps we add this to our list of meetings/conversations to schedule.

Bari

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Macklin, Sharon

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From: Mattes, Bari  
Sent: Friday, September 17, 2010 8:01 PM  
To: [REDACTED]; 'mayor@bookerteam.com'  
Cc: [REDACTED]  
Subject: Re: meeting in Ny on monday 9/27

CB and I will put our heads together -- that is a great opportunity.

Anikka, can you please provide me timing so I know what we are working with.

Thanks all.

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From: Sheryl Sandberg <sheryl@facebook.com>  
To: Cory Booker (Mayor@bookerteam.com) <Mayor@bookerteam.com>; Mattes, Bari  
Cc: Anikka Fragodt <[REDACTED]>; Camille Hart <[REDACTED]>  
Sent: Fri Sep 17 19:18:11 2010  
Subject: meeting in Ny on monday 9/27

Cory & Bari,

Mark and I will be in NY on Monday 9/27. Mark is speaking at NBC thing that morning. After this, if you want us to, we are happy to do a meeting with potential investors -- either a late coffee or early lunch. You would organize it and invite people. (I would bet someone is happy to host it in their office so it is private. In case there is an issue of cost, I can cover this personally so don't worry about cost here.)

Anikka can give you times to make this happen if you are interested. Mark will fly out right after this so timing will be important.

I think this is a good opportunity ☺

Sheryl

Macklin, Sharon

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From: Mattes, Bari  
Sent: Saturday, September 18, 2010 10:18 AM  
To: [REDACTED] 'mayor@bookerteam.com'; [REDACTED]  
Cc: [REDACTED]  
Subject: Re: Immediate capital needs

Happy to put that together for you -- given holiday, probably will be tomorrow or Monday and not today. Hope that is okay.

I can tell you that we have not yet spent any of the \$100,000 but will shortly for community engagement work. We have set that aside for just that purpose to get going. As CB mentioned, to date, campaign has been covering expenses and we have been able to get both outside counsel and McKinsey on a pro-bono basis.

Bari

----- Original Message -----

From: Sheryl Sandberg <sheryl@facebook.com>  
To: 'Mayor@bookerteam.com' <Mayor@bookerteam.com>; Mattes, Bari; 'deshawn.wright@gmail.com' <deshawn.wright@gmail.com>  
Cc: Marne Levine <marne.levine@facebook.com>  
Sent: Sat Sep 18 09:54:07 2010  
Subject: Immediate capital needs

Cory and Bari,

Wondering what our immediate spending needs are for the next 100 days. I think there are two things - working capital for expenses and the community outreach.

Can you send me a budget for the next 100 days? Including the original 100k and how that has or will be spent.

Also some details on the community outreach piece too.

Sheryl

Please excuse blackberry-caused typos.

Macklin, Sharon

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From: Mattes, Bari  
Sent: Saturday, September 18, 2010 1:07 PM  
To: mayor@bookerteam.com; [REDACTED]  
Subject: FW: Immediate capital needs

In terms of the budget, this is a back of the envelope 3 month budget Mayor and I did several weeks ago. DW, I know that you have spoken to communications firms and probably have more up to date numbers but thought this would be a place to start:

\$75,000 -- development of collateral material and mailings  
\$50,000 -- poll/focus groups  
\$75,000 -- community organizing  
\$75,000 -- consultants (this envisioned BJM and DW)  
\$25,000 -- communications consultant  
\$15,000 -- fundraising expenses  
Total -- \$315,000

We had asked Ackman for \$350,000 to cover any other expenses that arose.

Since doing the above, I think that we need to add some operational expenses (technology, branding, office, etc.) and additional consultant (I would like to keep Patsy on to help for the next few months).

I am working on the assumption that by January 1, this is up and running and there is a Superintendent on board.

DW, if you like, I can come to Newark tomorrow morning to discuss and work this up before I have to be at the airport at about 1. Let me know what works for you. I am happy to drive the non-community engagement part of the budget numbers if you like.

Bari

-----Original Message-----

From: Cory A. Booker [mailto:mayor@bookerteam.com]  
Sent: Sat 9/18/2010 10:18 AM  
To: [REDACTED] Mattes, Bari; [REDACTED]  
Cc: [REDACTED]  
Subject: Re: Immediate capital needs

Sheryl,

I'm so grateful for your email. This is one of our biggest concerns right now as we must be ahead of the game on community organizing by next week.

Bari and DeShawn will finalize our budget and get it to you.

Cory